

**Integrated County Planning
Broome County**

Second Year, 6 month Report

I. Executive Summary:

The vision of Broome County is to develop a customer orientated service delivery system that changes agency and provider behavior, builds on community and individual strengths and relies on standards, best practices, and outcomes that are valid and measurable. We seek to accomplish this by creating a more streamlined and understandable planning process that guides us in allocating and managing our resources. To accomplish this vision, we will develop our plan in several phases over the next five years.

KEY MEMBERS OF PLANNING TEAM:

Thomas P. Hoke, CSW, Deputy County Executive for Health & Human Services
Chuck Wolford, Director of Public Health, Broome County Health Department
Sue Seibold Simpson, Broome County Health Department
Arthur Johnson, CSW, Director, Broome County Mental Health Department
Abby Mack, Broome County Mental Health
Robert Houser, MA, Commissioner, Broome County Department of Social Services
Ann VanSavage, MASS, Director, Broome County Youth Bureau
Karen Wintergrass, Broome County Youth Bureau
David Nemec, MSW, Deputy Director, Broome County Probation
Dave Harnan, Deputy Director, Broome County Office of Employment & Training
Elizabeth Hickey, CSW, Deputy Commissioner, Broome County Social Services
Nancy LeBlanc, Director of Staff Development and Planning
John Spencer, Executive Director, Broome County United Way
Judith Peckham, Executive Director, Hoyt Foundation

Consultants:

Karel Kurst-Swanger, Ph.D., Assistant Professor, Department of Public Justice, Oswego State University.
Surinder S. Kahai, Ph.D., Associate Professor, School of Management, Binghamton University.
George Bobinsky, Ph.D., Director of Executive Education, School of Management, Binghamton University.

II. Achievements: Progress toward goals for Year 2:

Our progress toward goals for year two of this grant project is as follows:

1. More clearly articulate our vision, goals and outcomes for year 5: We spent a considerable amount of time conceptualizing our vision for the future. Although we had some ideas of how we wanted to do things differently when the ICP grant was submitted, our goals have evolved to be more concrete and substantive. We developed a mission and vision statement, determined a set of overall goals for the integration of the planning process, articulated a list of outcomes, and generated a list of guiding principles to help guide us toward our long-term goals. The following “vision page” is the culmination of our visioning sessions. We will be using this material in our marketing efforts.

Vision: Investing our resources to build strong families and communities

Our mission is to establish and maintain an integrated, interagency planning process that will effectively guide us in allocating and managing our resources.

Guiding Principles: Our view of effective integrated planning is centered around the following:

- * Coordination, collaboration, and communication with the broader community maximizes our ability to respond to the needs of our residents.*
- * A comprehensive needs assessment process should drive funding decisions.*
- * Our programs and services should build on the strengths of individuals and of our community.*
- * A multidisciplinary approach to planning provides the best opportunity to meet the needs of the community.*
- * Planning will address all areas of a child’s development and family life, i.e., economic security, physical and emotional health, education, citizenship, family and community.*
- * Consumer input is critical to the planning process.*
- * Funded programs and services will have empirical support and will be measured against outcomes.*
- *Technology can enable and support our efforts.*

ICP Goals: To integrate the Broome County planning process:

- * To improve the quality of life for children and their families.*
- * To promote prevention.*
- * To foster a rational distribution of resources.*
- * To build on individual and community assets.*
- * To deliver a community driven system.*
- * To meet community needs through involvement and empowerment of individuals and families.*

- * To feature programs and services that rely on standards, best practices, and outcomes that are valid and measurable.*
- * To promote change at the state level.*

ICP Outcomes:

- * County-wide, comprehensive needs assessment.*
- * System for present and future collaboration to optimize resources.*
- * Technology supported decision-making.*
- * Funding decisions based on the results of needs assessment.*
- * System for involving the broader community in decision making.*
- * Outcome based model for all programs and services.*
- * Competition for funding.*
- * Involvement of consumers and community in the planning process.*
- * Monitoring mechanism for funded programs and services.*

2. Complete data analysis: We have collected a great deal of data during the first year of this project, and we have some analysis yet to complete. We have both short-term and long-term data analysis goals we are working towards to improve our integrated planning capabilities. Our goals are to improve the internal management of financial resources and to develop a system for meaningful needs- assessment.

To improve our internal management of financial resources, we collected data about each of the county departments participating in ICP. This included data about programs, services, and funding. Our long-term goal is to create a database template that will allow us to track county resources more effectively. In the past six months we have continued to work on our database template. We have converted the data we have collected into a useable form so that we may track our sub contracts as a county in a more efficient manner. Through this process we have identified problems with our current system of contract management and have set some goals to improve our ability to manage our sub contracts more effectively.

Second, in preparation for the joint DSS and Youth Bureau plan for 2000, we have collected data and have created a touchstones matrix for organizing the data. This will assist us in our needs assessment process for this year's plan. In addition to the data we have gathered, staff of Cornell Cooperative Extension presented to us the findings of the recent TAP (Teen Assessment Program) survey. We will be able to use the survey results in our needs- assessment. We also had a presentation by Larry Pasti about Communities that Care.

Third, we invited the Broome County United Way, Hoyt Foundation, and the Community Partnership Foundation into the dialogue about conducting a comprehensive community needs- assessment. We are currently working with these organizations to conduct an inventory of current data sources, social indicators, etc. so that we may evaluate the needs of the county and the gaps in data collection. After careful evaluation of the available data resources, we will develop a methodology to gather information about community needs not currently being assessed by other venues.

3. Develop a marketing plan for communicating with the community about ICP: One of our

goals for this year was to begin to share our ICP vision with the larger community. The following is a list of our achievements in the past 6 months:

- * Brought on a marketing consultant to the ICP team meetings.
- * Held marketing retreat and developed marketing plan for the year (see attached meeting notes).
- * We developed a “vision page” which outlines our mission, vision, and goals etc. This vision page will be used for marketing purposes (noted above).
- * We are in the process of developing an interactive web page that will have several functions, one of which is marketing.
- * We held a joint meeting of the Boards of DSS and the Youth Bureau. At this meeting we presented the vision and goals of ICP.
- * One of consultants represented the ICP team on a televised community forum on youth development.

4. Identify technological needs for the future and develop a plan to address them: We have a number of technological issues to contend with including: having the proper equipment, training of staff to utilize equipment, developing technology to support our future goals, etc. We held a technology planning retreat in December and developed a plan to address technology goals (see attached meeting notes from retreat).

Technology projects to be worked on over the next year include:

- * Complete the template for services and funding
- * Develop intranet capabilities for ICP team & within departments
- * Develop a single repository for all ICP documents-document imaging
- * Develop a web page for ICP
- * Conduct training in Internet, Microsoft Office Suite, and project management
- * Create envelope of reporting templates for contractors

To date we have accomplished the following:

- * Everyone on the ICP team now has access to the Internet.
- * We are now using email for ICP team correspondence, i.e. meeting notices, minutes, etc.
- * We are currently in the process of setting up our own web page. This web page will be planned to eventually be interactive. We will be able to access all ICP team information from the web, have an interactive place for the community at large to communicate with the ICP team in our needs assessment process, etc., have a place to market our ICP vision, etc. Future plans may also include having agencies submit RFP's, reports, etc. on-line.

III. Additional achievements:

1. We have joined forces with the Broome County United Way, Hoyt Foundation, and the Community Partnership Foundation to conduct a comprehensive community needs assessment.

Representatives from these organizations have joined the ICP team to collaborate on evaluating the state of affairs in Broome County and developing a strategy to appropriately research the needs of the broader community.

2. We supported a comprehensive conference entitled: “Family Violence: The Continuum” which was held on May 2, 2000 in Binghamton. The conference, sponsored by the newly formed Family Violence Prevention Council (formerly the Broome County Child Abuse Council), was funded by ICP because it was the first conference of its kind in Broome County to address the problem of family violence with an integrated approach.

3. We received a SICA grant from OASAS. We expect that the grant coordinator (when hired) will be joining the ICP team as a member.

IV. Key Learnings (past 6 months):

In addition to the achievements noted above, the Broome County ICP team has learned a great deal over the past 6 months.

1. We discovered that we need to improve our contract management skills and capabilities. We have held several meetings dedicated to a discussion of how we can work together to integrate and standardize our contracts in a more efficient manner. This may include working toward a common RFP process, on-line funding applications and reporting mechanisms, developing a competitive process for some contracts, and improved program monitoring of funded programs and services. We have teamed up with a contract manager from a local corporation to assist us with this endeavor.

2. We discovered that health indicators and outcome-based measures serve as good model for us to develop our outcome measures.

3. Change must occur at the state level: The state gives a grant to be creative and innovative, yet is unable to untether themselves from the bonds of the old planning process. We discovered in our planning for the interim joint DSS and Youth Bureau plan that we must defy the guidelines suggested by the state (which amounts to nothing more than the old plan) and create an integrated plan that includes some of what we have learned through the ICP process. We will be able to comment on the new plan at greater length after we have fully prepared the interim plan.

V. Technical Assistance Needs:

We may need some assistance in the future with data analysis in preparation for the joint DSS and Youth Bureau plan.